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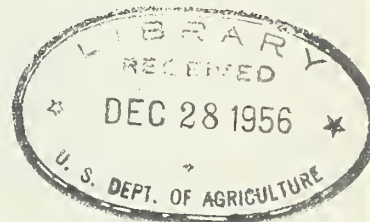
BOOK NUMBER 249.3
Ag83
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UNITED STATES DEPARTMENT OF AGRICULTURE
TRAINING OFFICERS SEMINAR

SUMMARY OF REPLIES TO QUESTIONS ON ORIENTATION GATHERED FROM SEMINAR
OF MAY 9, 1956

INTRODUCTION: The Training Officers Seminar of May 9, 1956 dealt with the subject of orientation. Those in attendance (32) were invited to participate in making suggestions as to how orientation should be conducted. The "Written Conference Technique" was utilized in soliciting ideas pertaining to the following statements:

1. In preparing to receive a new employee "Standard A" supervisors strive to do this--
2. When the new employee reports for duty the "Standard A" supervisor strives to do this--
3. In starting the new employee on the task of performing the job assignment the "Standard A" supervisor strives to do this--
4. To complete the indoctrination phase of orientation the "Standard A" supervisor strives to do this--
5. The Division of Personnel can assist the work unit with orientation training by doing this--
6. The Office of Personnel can assist agencies with orientation by doing this--



SUMMARY: (Note: In those instances where similar comments were received, the figures in parentheses indicate the number of additional comments of a similar nature.)

1. In preparing to receive a new employee "Standard A" supervisors strive to do this--
 - a. plan orientation materials and discussion with employee before date of entrance on duty (25);
 - b. find out educational experience and background (17);
 - c. review carefully the position to which the new employee is to be assigned (16);
 - d. prepare working space, equipment, and materials equal to the employee's position and place in the organization (11);
 - e. set aside adequate time for the interview (10);

- f. put the new employee at ease and make him feel welcome and at home (9);
 - g. review thoroughly the standards of performance for the new employee (7);
 - h. determine what additional on-the-job training will be required (7);
 - i. decide what jobs to assign first (5);
 - j. get the new employee introduced to his co-workers (4);
 - k. acquaint other employees of the organizational unit with the entrance of a new employee (3); and
 - l. prepare for questions to be asked by new employee (2).
2. When the new employee reports for duty the "Standard A" supervisor strives to do this--
- a. give him a warm welcome, make him feel he is wanted, and impress upon him that you believe he will become a great asset to the Department of Agriculture (32);
 - b. introduce him to others in the unit (17);
 - c. review his job with him in detail (13);
 - d. explain functions of the office and where employee fits in (9);
 - e. orient the new employee to the job situation (7);
 - f. attempt to find a common interest level or subject to put discussion on an informal or friendly basis so that employee will be at ease (4)
 - g. show him facilities of buildings within the unit and its surroundings (4);
 - h. review rules, regulations and operating procedures (3);
 - i. provide pertinent reading material regarding the subject matter (3);
 - j. discuss standards of performance expected (2);
 - k. show him where he will work (1);
 - l. give him a chance to talk and ask questions, telling what he knows about the job (1);
 - m. make sure he is on payroll and sworn in, etc.;

- n. find out if he has a place to live;
 - o. try to cover only that which he feels employee can assimilate;
 - p. let him feel that he will be given needed guidance in learning to do the job; and
 - q. suggest assigning new employee to another employee of some experience for several days to help him or her reach bottom.
3. In starting the new employee on the task of performing the job assignment the "Standard A" supervisor strives to do this--
- a. work closely with the new employee until he learns his job (23);
 - b. closely and carefully explain the job assignment, reviewing possibilities (13);
 - c. show him "why" the job (7);
 - d. see that the new employee has necessary equipment (5);
 - e. advise him of the sources of information available to him for good performance (5);
 - f. explain any changes made in work completed by employee and reasons for changes (4);
 - g. go over standards of performance with him (4);
 - h. find out what he knows about the job (3);
 - i. put him at ease (3);
 - j. check his first efforts closely (2);
 - k. urge the employee to ask questions (1);
 - l. inform him about probationary service;
 - m. make sure he knows when he will get paid;
 - n. give him time to get adjusted; and
 - o. create interest in the job.
4. To complete the indoctrination phase of orientation the "Standard A" supervisor strives to do this--
- a. put the employee on his own and then recheck him to see that he has performed properly (17);

- b. retrain the employee on weak phases as shown in follow-up (8);
- c. build a sense of "belonging" (9);
- d. have complete meeting of minds or understanding that employee may return to supervisor for clarification on questionable areas (6);
- e. give new employee chance to discuss (6);
- f. test him to see how much he knows (6);
- g. review standards of performance with employee (2);
- h. check up on success of orientation program (2);
- i. delegate increasing responsibility (1);
- j. report to the Training Officer what steps have been taken in indoctrination phase of orientation;
- k. be sure all important items are covered;
- l. encourage pride in progress;
- m. discuss possible career ladders;
- n. keep the new employee informed on new developments in the agency, Department and Government; and
- o. evaluate at probationary period.

5. The Division of Personnel can assist the work unit with orientation training by doing this--

- a. providing them with necessary tools (20);
- b. having an adequate orientation program (17);
- c. making every effort to give all general information possible to new employees before reporting to supervisor (15);
- d. providing personal assistance when possible (14);
- e. creating the proper attitude in the agency toward the importance of sound orientation (6);
- f. making spot checks with employees on how well they are being oriented (6);

- g. arranging group orientation training meetings in situations where the numbers involved and other factors make this practicable (4);
 - h. not doing things that should be done by the supervisors (1);
 - i. making proper selections for positions.
6. The Office of Personnel can assist agencies with orientation by doing this--
- a. furnishing broad types of materials (13);
 - b. conducting group orientation programs periodically (11);
 - c. developing broad policies and guides (9);
 - d. systematic interchange of agency practices (9);
 - e. placing more emphasis "across the board" on the importance of orientation (8);
 - f. inspecting agency operations and reporting results (6);
 - g. furnishing assistance on details of programs when requested (5);
 - h. conducting research (3);
 - i. having more sessions like this one (1);
 - j. forming an orientation group to service agencies on orientation as relates to fields common to all agencies; allow agencies to specialize; let the Department furnish basic orientation; and
 - k. promoting USDA Clubs.

